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ABSTRACT

This survey of employers sought to determine recruiting trends of business, industry, and government among college graduates. Questionnaires were sent to 4,154 employers of which about 13 percent, or 545, responded. Highlights of the findings include the following: (1) for a second consecutive year employers predicted increased job opportunities for new graduates with greatest increases expected in petroleum industries, tire and rubber producers, hotel, motel and recreational facilities; and chemical- and electronic-related industries; (2) despite economic improvement, employers are poised for restructuring, reorganization and, downsizing if needed; (3) most successful recruitment techniques were on-campus interviewing, referrals from current employees, job listings posted with college career services and internship programs; (4) employers expected a 3.0 or better grade point average; (5) "people" skills were heavily valued in potential employees including strong team work and communication skills; (6) computer skills were valuable assets for graduates; (7) employers found that new graduates expected too much money, were unwilling to spend time in apprenticeship positions, resisted starting at the bottom of an organization, and regularly lacked interest; (8) successful graduates understood employers' needs and showed themselves as solutions to employers' problems. (JB)

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RECRUITING TRENDS 1994-95

A Study of Businesses, Industries, and
Governmental Agencies Employing
New College Graduates

By

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December 4, 1994

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A Division of Student Affairs and Services

ACKNOWLEDGEMENTS

During September and October of each school year, employers descend upon college campuses around the nation to recruit the best new talent they can find to improve the quality of personnel in their organizations. During this time of limited staffing and exhaustive schedules, a *Recruiting Trends* survey has arrived from Michigan State University for the last 24 years. And without fail, numerous employers have cordially responded. Honest and candid feedback from employers is absolutely crucial for this assessment of the current job market for new college graduates. **Employers**, for all your help and extra efforts, I thank you.

Thanks are also extended to several members of the Career Development and Placement Services staff at Michigan State University who were helpful with this project: **Wen-Ying Liu,** Graduate Research Assistant for the Collegiate Employment Research Institute, who provided computer programming and statistical analyses; **Neal Lao**, Publications Assistant for the Institute, who provided desktop publishing expertise for the survey instrument and final report; and **Carmen Scott, Brenda Robinson, Becky Gratz, Leslie Allen,** and **Amy Adams**, who worked diligently at mailing of surveys, tracking questionnaires, data entry, and typing of comments received from respondents.

Appreciated too was the support of **Vernicka Tyson**, Director of Career Development and Placement Services; and **Lynne Zelenski** for editing recommendations. Questions for this year's survey were suggested by **Jennifer Leedy** and **Jane Miller** of the staff.

To those who helped with this project, but were inadvertently overlooked, please accept my apologies. A task of this magnitude could not be accomplished without help of many individuals. Thanks to all who assisted.

L. Patrick Scheetz, Ph. D.
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RECRUITING TRENDS
1994-1995

EXECUTIVE *Summary*

- For a second consecutive year, employers predicted an increase in job opportunities for new college graduates. Surveyed employers report an anticipated increase of 5.9 percent, reaffirming last year's slight improvement of 1.1 percent following a four-year trend of declining opportunity.

- Employer categories expecting the greatest increases in hiring of new college graduates in 1994-95 include: petroleum industries; tire and rubber producers; hotel, motel and recreational facilities; chemical- and electronic-related industries.

- Uncertainty about the overall economy (weak and unstable) has created skepticism among business, industry and government employers. Despite this year's slight increase in opportunities, employers are poised to launch another round of restructuring, reorganization, downsizing and re-engineering if needed.

- Among the most successful recruitment techniques for employers were on-campus interviewing, referrals from current employees of the organization, job listings posted with college career services and internship programs. Least successful techniques included video resumes or interviews, employee leasing, teleconferencing interviews and contract recruitment.

- According to 59.7 percent of employers responding, a grade point average of 3.0 or better was expected from new college graduates. The lowest acceptable grade point average was 2.0.

- "People" skills were heavily valued in potential employees. Employers want to see strong teamwork abilities, outstanding communication competencies and solid customer relations proficiencies.

- As technology rapidly becomes more incorporated into all aspects of the business world, computer literacy is becoming more and more important. Word processing, spreadsheet, Windows applications and database management skills make new graduates more employable. Additionally, employers are seeking new graduates with technical backgrounds and specializations. All graduates should keep track of the technological advancements and automated functions in their fields of study.

- Attitudes about new graduates reported by employers fell short of flattering. According to surveyed organizations, new graduates expected too much money; were unwilling to spend time in apprenticeship positions; resisted starting at the bottom of an organization; and regularly lacked interest (i.e. described as the "hunger factor.").

- One recommended strategy for new graduates is to show the employer how valuable the graduate can be to the organization. Successful new graduates understand employers' needs and can identify themselves with solutions to employers' problems.

- Computer-related occupations, engineering, sales and marketing, accounting, finance and medical and health care positions continue to represent the most viable and growing career choices.

Overview prepared by the Collegiate Employment Research Institute, 12/3/94. A copy of the *Recruiting Trends 1994-95* is available for $25. If you wish to obtain a copy of this report, please write to: L. Patrick Scheetz, Director, Collegiate Employment Research Institute, Michigan State University, 113 Student Services Building, East Lansing, MI 48824-1113, (517) 355-9510, ext. 361.

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RECRUITING TRENDS 1994-95

A Study of 545 Businesses, Industries, and Governmental Agencies Employing New College Graduates

Overall Job Market for Class of 1994-95

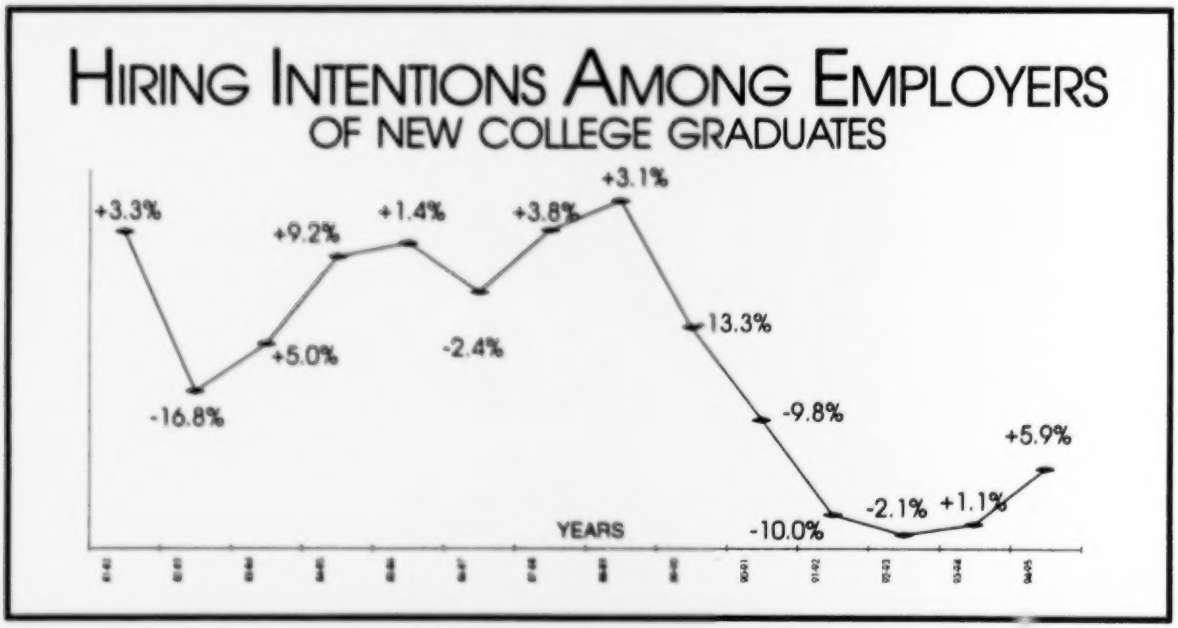
A modest improvement in job opportunities is predicted for new college graduates of 1994-95. For the second consecutive year, surveyed employers optimistically anticipated a slight improvement in hiring intentions. During the previous four years, demand for new college graduates had declined.

Although new graduates of 1994-95 will face a persisting tight job market, an increase of 5.9% is projected by 545 employers reporting hiring intentions for 1994-95. This increase combined with the slight progress reported last year (1.1%) is respectable in comparison with the more than 30% decline in job opportunities experienced by new college graduates from 1988-89 to 1992-93.

An increase of 8.4% is expected this year by businesses and industrial organizations, and a decrease of 6.9% is forecast for governmental agencies. So, the overall job market for new college graduates is calculated to increase by 5.9% for 1994-95.

Hiring Intentions Among Employers of New College Graduates

Uncertainty about the overall economy (sluggish and delicate) is creating skepticism among business, industry, and government employers. Doubts continue about economic expansion occurring anytime soon; thus employers are poised to



launch another round of restructuring, reorganization, downsizing, and reengineering. Whatever the name, the results are the same for new college graduates: limited job opportunities.

When the economy is growing at a healthy pace, companies throughout the United States are growing, expanding, and adding new jobs, so supplemental new college graduates are essential. But a slowed economy, coupled with more efficient operations in most organizations, demand fewer new college graduates to maintain desired employment levels.

The attitudes and expectations of new college graduates are negatively influencing their job prospects too. According to employers, expectations among new college graduates exceeding the qualifications they offer to employers when they initially leave college. These graduates believe they are the most talented, enthusiastic, and energetic individuals ever graduated. Faculty and staff at colleges and universities have confirmed these perceptions, according to surveyed employers. Then reality strikes as rejections from job applications are received, responsibilities of job offers do not match the graduates' expectations, and starting salaries for job offers are below published averages. From the views of employers hiring new college graduates, expectations are too high for available positions. New college graduates must be willing to learn from entry-level positions and accept lower paying jobs if necessary to begin their careers.

Not enough entry-level jobs are available for the large number of new college graduates receiving degrees each year, according to surveyed employer. A shrinking job market for new graduates is occurring, so fewer jobs are available per graduate, and more new college graduates are unwilling to work their way up the corporate ladder. Most want to begin in higher paying positions with more job responsibilities.

Computerization and automated technology are increasing, thus displacing personnel formerly needed to perform wordprocessing, statistical analysis, inventory control, and manual labor assignments. Consequently, fewer jobs are authorized when corporations visit college campuses for recruitment activities. Any new college graduates hired by employers are expected to work harder, longer, and smarter.

Expected Percent Change In New College Graduate Hires

BY INDUSTRY 1994-1995

INDUSTRY	PERCENT CHANGE
Accounting	4.7
Aerospace	-3.9
Agribusiness	4.1
Automotive	-5.5
Banking/Finance	0.1
Chemicals	32.7
Communication	19.5
Construction	16.0
Conglomerates	5.5
Electronics	31.2
Engineering, Consulting and Professional Services	-10.4
Food Processing	10.0
Glass/Packaging	-16.3
Government	-6.9
Hospitals	-0.8
Hotels/Motels	38.8
Lumber Products	7.5
Merchandising	12.0
Metals and metal products	-0.8
Petroleum	77.7
Public Utilities	-2.3
Service Organizations	9.9
Tires & Rubber	44.2
Overall Total	**5.9**

A mismatch is occurring between the training received by college students and the skills and abilities required by employers for adequate job performance. Ample preparations in interpersonal skills, public speaking, writing, reasoning, and social graces are favored by employers for any available assignments. Also essential, according to employers, are computer proficiencies, excellent teamwork skills, and strong customer relations expertise. The balanced graduates are preferred — with strong liberal arts education, a technical background, and a potent specialization. Also desired are new college graduates with multiple talents and a commitment to lifelong learning, so they can adequately cope with dramatic changes anticipated in the next 8-10 years.

More high school graduates are attending college, thus compounding the competitive situation facing new college graduates. More than enough college students are graduating and available for the job openings requiring college degrees. Many new graduates and especially their parents are asking: Why did my daughter (or son) go to college? Isn't a new college graduate expected to get higher pay and a better job than a high school graduate? Is something wrong with my daughter (or son), because she (or he) doesn't have a job requiring a college degree?

Competition from unemployed professional staff willing to work for lower salaries are further tangling the situation for new college graduates too. Many major corporations throughout America have laid off salaried employees, so a plentiful supply of experienced professionals exists. Since employers prefer to hire individuals who can become productive almost immediately, the job market for new college graduates is rather crowded. The exceptions are new graduates with career-related work experiences.

In the midst of all this turmoil, new college graduates are receiving bachelor's and advanced degrees and expected to adequately compete for available positions. That is a great deal to ask of a new college graduate with minimal life experiences.

Survey Procedures

Questionnaires for this 24th anniversary edition of the *Recruiting Trends* survey were mailed to 4,154 employers representing businesses, industries, and governmental agencies throughout the United States. Among the organizations represented in this year's survey population were (1) members of the College Placement Council and/or a regional placement association, (2) employers registering with Career Development and Placement Services at Michigan State University, and (3) employers randomly selected from a list of small businesses in the *Standard and Poor's Register*. Surveys were initially mailed first-class to employers on September 9, 1994, with a follow-up reminder notice mailed first-class on October 30, 1994. Follow-up telephone calls were placed to selected major employers from October 20 to November 15, 1994.

Employers Responding

Replies to this year's *Recruiting Trends* survey were received from 556 organizations (13.4%), and 545 of the returned questionnaires were complete enough to use for statistical analysis purposes. From this sample of responses received, an adequate representation of the organizations recruiting new college graduates on college and university campuses throughout the United States during 1994-95 may be obtained.

Of the respondents this year, 492 were businesses, industries, manufacturing organizations, government and service sector employers (90.3%); and 53 were local, state, and federal agencies and the military services (9.7%).

Geographical Locations of Corporate Headquarters

Responses were received from each geographical region of the United States. The city and state of the corporate headquarters for each organization were used for classification of an organization into a particular geographical region, although many multinational corporations had salaried personnel located all over the nation and in many foreign countries.

The number of responses received from each geographical region of the United States is indicated below:

Northeast (*Maine, Massachusetts, Connecticut, Delaware, Pennsylvania, New York, Maryland, etc.*) **—121**

Southeast (*Florida, Georgia, Virginia, North Carolina, South Carolina, Tennessee, etc.*) **—48**

Northcentral (*Michigan, Indiana, Minnesota, Wisconsin, Illinois, Ohio, Iowa, Nebraska, etc.*) **—261**

Southcentral (*Texas, Oklahoma, Arkansas, Kansas, Missouri, Louisiana, etc.*) **—56**

Northwest (*Alaska, Washington, Oregon, Idaho, Montana, Wyoming, etc.*) **—16**

Southwest (*California, Nevada, Hawaii, New Mexico, Arizona, Colorado, etc.*) **—42**

Sizes of Organizations Responding

Represented among organizations responding to this year's survey were employers with fewer than 100 total salaried employees (excluding clerical and laborer staff) to organizations with more than 10,000 salaried employees on their payrolls. Organizations with 100 to 499 employees represented 25.9% of the respondents; those with 1,000 to 4,999 employees represented 20.9% of the respondents; and organizations employing 1 to 99 personnel represented 19.3% of the respondents. Organizations with 500 to 999 employees were represented by 13.8% of the respondents; those with 10,000 or more employees were 9.9% of the respondents; and organizations employing 5,000 to 9,999 personnel represented 5.5% of the employers replying to this year's survey.

Current Employment Among Surveyed Organizations (Total Salaried Employees)

Employed by organizations responding to this year's *Recruiting Trends* survey were 2,298,406 total salaried employees (excluding clerical and laborer staff). The total salaried employees in surveyed organizations represented approximately 4.1% of all salaried employees on the payrolls of all business, industry, and government agencies in the United States. According to the U.S. Department of Labor, approximately 56,619,000 salaried employees were working for businesses, industries, and government agencies throughout the United States in 1994.

Expected Employment Trend for Salaried Employees next year (1995-96)

At this time next year (1995-96), approximately 2,276,525 salaried employees are expected on the payrolls of surveyed organizations. This represents an expected decrease of 1.0% in salaried personnel employed by surveyed organizations. Evidently employers of new college graduates are continuing to downsize, reengineer, and reorganize their personnel staffing.

Expecting increases of 10% or greater in salaried employees during the current year (1994-95) were metals and metal products; merchandising

Categories of Employers Responding

Most categories of businesses, industries, and governmental agencies were well-represented in the replies received. A complete list of organizations responding to this year's survey is contained in an appendix of this report. The number of responses received from each category of employers is indicated below:

Accounting	14	Glass, Packaging, and Allied Products	8
Aerospace and Component	16	Government Administration including military	53
Agribusiness	5	Hospitals and Health Care Services	29
Automotive and Mechanical Equipment	20	Hotels, Motels, Restaurants, and Recreational Facilities	15
Banking, Finance, and Insurance	54		
Chemicals, Drugs, and Allied Products	25	Lumber, Wood Products, and Furniture Manufacturers	7
Communications and Telecommunications (including telephones, newspapers, magazines, radio and television)	18	Merchandising and Retailing	31
		Metals and Metal Products	18
Construction and Building Contractors	15	Petroleum and Allied Products	18
Diversified Conglomerates	4	Public Utilities (including transportation)	34
Electronics, Computers, and Electrical Equipment Manufacturers	53	Social Services, Religious, and Volunteer Organizations	17
Engineering, Research, Consulting, and Other Professional Services	57	Textiles, Home Furnishings, and Apparel Manufacturers	2
Food and Beverage Processing	18	Tire, Rubber, and Allied Products	4

and retailing; and banking, finance, and insurance.

Increases of 5% to 10% were expected by accounting firms (8.0%); hotels, motels, restaurants, and recreational facilities (7.5%); and construction and building contractors (7.5%). Increases of 1% to 5% were expected by tire, rubber, and allied products (4.1%); public utilities including transportation (3.6%); diversified conglomerates (2.4%); food and beverage processing (2.2%); social service, religious, and volunteer organizations (2.2%); automotive and mechanical equipment (1.3%); hospitals and health care services (1.0%); chemicals, drugs, and allied products (0.8%); electronics, computers, and electrical equipment manufacturers (0.4%); and communications and telecommunications including telephones, newspapers, magazines, radio, and TV (0.3%).

No change in number of employees is expected by lumber, wood products, and furniture manufacturers.

Decreases in salaried employees were expected by engineering, research, consulting, and other professional services (-0.6%); petroleum and allied products (-1.5%); aerospace and components (-1.6%); agribusiness (-3.0%); glass, packaging, and allied products (-9.2%); and governmental administration and military including federal, state, and local agencies (-32.6%).

Size of organizations were expected to have an influence on number of employees in surveyed organizations. Increases in employees were expected by employers with 100 to 499 employees (36.5%); organizations with 1,000 to 4,999 employees (17.2%); organizations with 1 to 99 employees (4.1%); employers with 5,000 to 9,999 employees (0.7%); and employers with 500 to 999 employees (0.2%).

Decreases in payrolls were expected by employers with 10,000 or more employees (-4.7%).

Different geographical locations also reported varying expectations in personnel employed: southwestern region (8.6%), northcentral region (6.9%), and southcentral region (0.7%). Decreases were expected by employers in the following regions: northeastern region (-6.3%), northwestern region (-6.6%), and southeastern region (-14.6%).

Contract/Temporary Employees

Contract and temporary personnel (full-time equivalents) totaled 27,624 of 597,671 total salaried employees (excluding clerical and laborer staff) employed by 243 surveyed employers reporting data. Contract and temporary personnel represented 4.6% of the current salaried employees on the payrolls of these organizations.

A year earlier, in 1992-93, 4.3% of the salaried employees on the payrolls of surveyed organizations were contract and temporary personnel. Assuming the samples for these two surveys (1993-94 and 1994-95) were similar, then these data suggest an increase of 0.3% in contract and temporary personnel.

Salaried Employees Laid Off

Within the last year (1993-94), 44,606 salaried employees were laid off by 250 surveyed organizations reporting data for this question. This represented 5.0% of the 828,237 salaried employees on the payrolls of these organizations in 1993-94. Layoffs in 1992-93 represented 7.8% of the salaried employees on the payrolls of surveyed organizations. If these samples were comparable, then layoffs in surveyed organizations have decreased by 2.8%.

Employer categories with the greatest percentages of layoffs were electronics, computers, and electrical equipment manufacturers (27.8%); diversified conglomerates (11.1%); aerospace and components (8.3%); metals and metal products (6.7%); and petroleum and allied products (5.5%),

Layoffs of less than 5% were reported by construction and building contractors (3.0%); engineering, research, consulting, and other professional services (2.5%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (2.3%); food and beverage processing (1.5%); tire, rubber, and allied products (1.4%); governmental administration and military including federal, state, and local agencies (1.3%); glass, packaging, and allied products (1.2%); banking, finance, and insurance (1.2%); public utilities including transportation (0.9%); chemicals, drugs, and allied products (0.8%); hotels, motels, restaurants, and recreational facilities (0.6%); social service, religious, and volunteer organizations (0.4%); merchandising and retailing (0.3%); and hospitals and health care services (0.2%).

No layoffs of salaried employees were reported by agribusiness; automotive and mechanical equipment; accounting firms; and lumber, wood products, and furniture manufacturers.

Layoffs varied by size of organization too:

- employers with 10,000 or more employees (6.4%);
- employers with 500 to 999 employees (4.0%);
- organizations with 1 to 99 employees (4.0%);
- employers with 100 to 499 employees (3.8%);
- organizations with 1,000 to 4,999 employees (1.8%);
- and employers with 5,000 to 9,999 employees (1.0%).

Retirements Among Salaried Employees

Salaried employees retiring last year (1993-94) from surveyed organizations totaled 8,679 full-time equivalent staff. On the payrolls of 163 employers reporting retirement data were 362,044 full-time

salaried staff. So retirements represented 2.4% of the salaried workforce employed by these organizations. Retirements represented 3.9% of the salaried employees on the payrolls of surveyed organizations in 1992-93

Minority Hiring Results

Among the 18,245 new college graduates hired by surveyed organization last year (1993-94) were 2,954 minorities (Black/ African-American, Hispanic, Spanish/ American, Asian/ Pacific Islanders, or American Indians). For this analysis, 184 of the surveyed employers reported data. Hence, minorities represented 16.2% of the new hires in surveyed organizations for 1993-94. The previous year (1992-93), minorities represented 26.2% of the new hires.

Percentages of minorities among new hires varied considerably for various employer categories. Employer categories with minority hiring at the 40-50% range included diversified conglomerates (44.4%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (43.7%); and tire, rubber, and allied products (42.9%).

Employer categories with percentages of minority hiring at the 20-40% range included public utilities including transportation (33.5%); hospitals and health care services (30.7%); aerospace and components (30.6%); chemicals, drugs, and allied products (29.6%); electronics, computers, and electrical equipment manufacturers (26.8%); glass, packaging, and allied products (25.6%); lumber, wood products, and furniture manufacturers (23.4%); automotive and mechanical equipment (23.1%); petroleum and allied products (21.7%); merchandising and retailing (21.5%); and hotels, motels, restaurants, and recreational facilities (21.3%).

Fewer than 20% of the new hires in the following employer categories were minorities: construction and building contractors (19.4%); banking, finance, and insurance (18.0%); accounting firms (15.5%); food and beverage processing (14.8%); social service, religious, and volunteer organizations (12.3%); governmental administration and military including federal, state, and local agencies (12.2%); engineering, research, consulting, and other professional services (9.0%); metals and metal products (5.0%); and agribusiness (2.0%).

New Hires from Cooperative Education, Internships, and/or Practicum Positions

Hired by surveyed organizations during 1993-94 were 8,611 new college graduates who had career-related preprofessional experiences (cooperative education, internship, and/or practicum positions) before they were hired. Reporting data were 169 organizations that hired 14,825 new college graduates. This represented 58.1% of the new hires in these surveyed organizations during 1993-94. The preprofessional experiences of these new hires were **not necessarily** with the surveyed organizations.

New Graduates Hired into Contract/ Temporary Positions

Among the new college graduates hired last year (1993-94) by 188 surveyed organizations were 213 contract and temporary personnel (full-time equivalents). So. new contract and temporary personnel represented 2.7% of the new hires in these surveyed organizations in 1993-94. A total of 8,010 new college graduates were hired by these organizations. The previous year (1992-93), new contract and temporary personnel represented 1.2% of the new hires.

Women Hired

Women were represented by 44.1% of the new hires in 190 surveyed organizations reporting

gender data. Of 18,284 new hires in these organizations, 8,069 were women. The previous year (1992-93), women were represented by 38.9% of the new hires.

Liberal Arts Majors Hired

Of the 16,677 new college graduates hired by 186 surveyed employers, 2,607 graduated with traditional liberal arts majors (i.e. English, history, languages, social sciences, communications, etc.). Consequently, liberal arts majors represented 15.6% of the new hires absorbed into surveyed organizations during 1993-94. No data were available on liberal arts hires for 1992-93, because this question was not posed.

Individuals with Disabilities Hired

Individuals with disabilities (i.e. hearing impaired, blind/ visually impaired, mobility impaired, mentally retarded, cerebral palsied, or epileptic.) were represented by 0.6% of the new hires in 160 surveyed organizations. Only these 160 surveyed employers reported data on hiring of individuals with disabilities. Of 4,500 new hires in organizations reporting these data, 25 were individuals with disabilities. The previous year (1992-93), individuals with disabilities were represented by 1.7% of the new hires.

Advanced Degree Graduates Hired and Expected Hires This Year

Of 17,408 new college graduates hired by 190 surveyed organizations last year (1993-94), 3,843 were new graduates with advanced degrees (i.e. MA, MS, MBA, Ph.D., MD, DO, etc.). Advanced degree graduates represented 22.1% of the new hires in surveyed organizations last year.

This year (1994-95), hiring of advanced degree graduates is expected to increase by 6.5%, because surveyed organizations are anticipating the addition of 2,376 new advanced degree graduates on their payrolls.

Supply/Demand Situation for Advanced Degree Graduates

When characterizing the current supply and demand situation for advanced degree graduates, surveyed employers almost unanimously disclosed a greater supply than demand for new master's, MBA, and doctoral degree graduates. Nonetheless, compared to demand for bachelor's degree graduates, employers depicted the advanced degree graduate market as more solid.

Many surveyed employers reported that their organizations did not actively recruit for advanced degree graduates, and small business respondents indicated that advanced degree graduates tended to shy away from their organizations because of their historical reputation for "low pay."

The exceptions to this picture were shortages of Ph.D. graduates with technical academic majors, especially new doctoral degree recipients in engineering. Another category with low supply was MBAs with majors in marketing and engineering. Shortages of women and minorities in the ranks of new Ph.D. graduates were also reported.

Progress towards Hiring Goals

A vast majority of surveyed organizations (78.5%) met all their hiring goals for new college graduates last year (1993-94). Of 214 employers responding to this question, a modest 21.0% reported goals that were not reached.

Difficult to find, for surveyed organizations, were new graduates with academic majors and bachelor's degrees in electrical engineering, computer engineering, electronics, occupational therapists, and nurses. Also hard to recruit were associate's degree graduates with chemical and engineering backgrounds, and even more scarce

were associate's graduates with prior related work experiences.

Percentage of Job Offers Accepted by Technical Graduates

Offers of employment extended by surveyed organizations to new *technical* college graduates last year (1993-94) were accepted by 65.7%. For purposes of this study, *technical* graduates were defined as individuals receiving degrees in engineering, computer science, and/or natural sciences.

Employers reported offers extended to 4,012 new graduates. Of these, 2,635 were accepted. Employers reporting data for this analysis totaled 154.

Categories of employers with the highest acceptance rates were accounting firms (95.5%); construction and building contractors (93.9%); governmental administration and military including federal, state, and local agencies (89.9%); hospitals and health care services (89.6%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (85.7%); banking, finance, and insurance (80.1%); diversified conglomerates (80.0%); public utilities including transportation (80.0%); and chemicals, drugs, and allied products (78.6%).

Acceptance rates of less than 75% were reported by food and beverage processing (74.0%); engineering, research, consulting, and other professional services (73.0%); aerospace and components (68.8%); electronics, computers, and electrical equipment manufacturers (63.5%); automotive and mechanical equipment (59.4%); metals and metal products (57.1%); glass, packaging, and allied products (53.8%); lumber, wood products, and furniture manufacturers (53.2%); petroleum and allied products (49.0%); and agribusiness (25.0%).

Percentage of Job Offers Accepted by Non-Technical Graduates

With a more competitive job market for new *nontechnical college graduates*, a slightly higher acceptance rate was expected. But 64.5% of offers of employment extended by surveyed organizations to new *nontechnical* college graduates last year (1993-94) were accepted. This percentage of offers accepted is not substantially different than the percentage for technical graduates: 65.7%. For purposes of this study, *nontechnical* graduates were defined as individuals receiving degrees in business, social sciences, communications, and/or liberal arts majors.

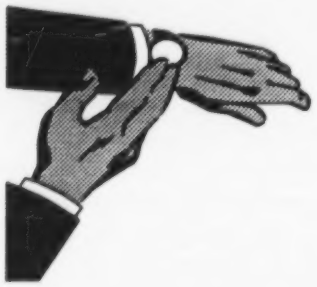
Employers reported offers extended to 5,606 new *nontechnical* graduates. Of these, 3,615 were accepted. A total of 147 employers reported data for this analysis.

Categories of employers with the highest acceptance rates for new *nontechnical college graduates* were metals and metal products (87.5%); hospitals and health care services (85.5%); hotels, motels, restaurants, and recreational facilities (83.7%); banking, finance, and insurance (77.4%); merchandising and retailing (77.3%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (77.3%); diversified conglomerates (70.0%); glass, packaging, and allied products (68.2%); electronics, computers, and electrical equipment manufacturers (66.5%); petroleum and allied products (65.9%); accounting firms (61.8%); engineering, research, consulting, and other professional services (58.6%); automotive and mechanical equipment (51.4%); and lumber, wood products, and furniture manufacturers (51.1%). Only two (2) categories had acceptance rates below 50%: public utilities including transportation (44.6%) and agribusiness (33.3%).

Time Limits on Job Offers Extended

On offers of employment extended by surveyed employers visiting colleges and universities for interviewing purposes, new college graduates normally had an average of approximately 3 weeks

Time could be ticking...



One employer commented:

"In the fast-paced business environment, we often need people as rapidly as 'yesterday.' We don't want to sit around waiting for entry-level candidates to decide to accept our offer of employment, so we usually have some reserve applicants in the pipeline."

New graduates, the message is clear. Do not dawdle too long. An offer of employment could be withdrawn if a new college graduate delays beyond an employer's limits.

to respond. Time limits varied from 1 week to 7 weeks. Employer categories permitting the most time were glass, packaging, and allied products (7.0 weeks); diversified conglomerates (6.0 weeks); governmental administration and the military including federal, state, and local agencies (5.1 weeks); merchandising and retailing (4.6 weeks); lumber, wood products, and furniture manufacturers (4.0); aerospace and components (3.8 weeks); construction and building contractors (3.5 weeks); and petroleum and allied products (3.5).

Less than two weeks were allowed by metals and metal products (1.8 weeks); public utilities including transportation (1.8 weeks); agribusiness (1.8 weeks); hotels, motels, restaurants, and recreational facilities (1.7 weeks); hospitals and health care services (1.6 weeks); tire, rubber, and allied products (1.0 week); and textiles, home furnishings, and apparel manufacturers (1.0 week).

Responses to most offers of employment from surveyed organizations were encouraged from new college graduates as soon as possible after they were extended.

Smaller organizations expected responses to offers of employment more rapidly than larger employers:

- organizations with 1 to 99 employees (1.6 weeks);
- employers with 100 to 499 employees (2.4 weeks);
- employers with 500 to 999 employees (2.9 weeks);
- organizations with 1,000 to 4,999 employees (3.0 weeks);
- employers with 5,000 to 9,999 employees (2.5

weeks); and

- employers with 10,000 or more employees (7.1 weeks).

Several employers commented about the "best offer" games played by new college graduates, so these employers were focusing a greater share of their recruitment efforts on experienced applicants. Within a few days after interviewing experienced personnel, employers had their new hires, if experienced applicants could be found.

Frequently, the earlier an offer was extended, the longer a candidate was allowed to decide. In addition, employers tried to remain flexible, depending upon the reasons candidates were delayed in their decision-making and the employers' interest in the candidate. Applicants who were outstanding students, in high demand academic majors, minorities, and women tended to get additional time to make their final decisions.

Exceptions were summer interns and cooperative education students who received offers by August and had until December to decide.

Campus Visits Last Year and Expected This Year

Campus visits by surveyed employers for recruiting new college graduates this year (1994-95) were expected to increase by 2.5%. Surveyed employers each visited approximately 13.7 campuses for recruiting last year (1993-94), and this year (1994-95), an average of 14.1 campuses may expect visits by the respondents.

Increases in campus visits were expected by metals and metal products (100.0%); tire, rubber, and allied products (100.0%); food and beverage processing (68.0%); hospitals and health care services (52.4%); automotive and mechanical equipment (34.6%); hotels, motels, restaurants, and recreational facilities (26.1%); governmental administration and military including federal, state, and local agencies (23.0%); and public utilities including transportation (20.5%).

Expecting increase in campus visits of less than 12% were construction and building contractors (11.9%); diversified conglomerates (8.3%); aerospace and components (4.5%); banking, finance, and insurance (2.9%); merchandising and retailing (0.9%); and communications and telecommunications including telephones, newspapers, magazines, radio, and TV (0.7%).

No change in campus visits were expected by agribusiness; chemicals, drugs, and allied products; and social service, religious, and volunteer organizations.

Those organizations expecting to decrease campus visits were accounting firms (-0.2%); glass, packaging, and allied products (-3.2%); lumber, wood products, and furniture manufacturers (-6.0%); engineering, research, consulting, and other professional services (-11.1%); petroleum and allied products (-19.5%); electronics, computers, and electrical equipment manufacturers (-19.6%).

It is interesting to note that campus visits decreased almost directly in relationship to size of organization. Expected changes in campus visits by size of employer included:

- organizations with 1 to 99 employees (47.2%);
- employers with 100 to 499 employees (25.7%);
- organizations with 1,000 to 4,999 employees (15.2%);
- employers with 500 to 999 employees (13.1%);
- employers with 5,000 to 9,999 employees (-26.0%); and
- employers with 10,000 or more employees (-9.0%).

Values of a College Degree

When advising high school seniors and their parents on the values of getting a college degree, surveyed employers listed their main reasons. Their rationale included the following:

- A college bachelor's degree as the minimum education required to compete for many positions on today's job market;
- Higher starting salaries and greater earnings potential during an entire lifetime, on the average;
- Better career opportunities after college graduation and greater career alternatives throughout one's working years;
- Training of a college degree is required for certain professions (i.e. accounting, engineering, teaching, etc.);
- Quicker and greater advancement potential, which would be too competitive without a bachelor's degree; and
- Considerably greater job satisfaction, greater job responsibilities, and more interesting work;

According to employers, the following are developed during a college or university education:

- Independence, initiative, self-sufficiency, and socialization skills;
- Personal growth, commitment, responsibility,

Issues Most Important to New College Graduates

Employers were invited to list issues considered more important than pay and benefits to new college graduates interviewed by their organizations. Leading the list were:

- Opportunities for career growth and future advancement potential.
- Meaningful work and job satisfaction, including the challenges of job responsibilities.
- Assignments related to their academic major.
- Making an impact on the job.
- Diversity of job tasks.

Other factors receiving less but significant ratings of importance were:

- Security of employment and financial stability of the hiring organization
- The quality of life and balance with personal lives, including time off, vacation times, flexible schedules, hours required to work and social aspects.
- Training requirements and professional development prospects.
- Job location, geographical attractiveness and cost of living.
- The work environment, organization's culture, friendliness of employees, team-oriented atmosphere and physical security on-the-job.
- Travel requirements.

and maturity;

- Discipline and demonstrated learning abilities;
- A belief structure, strong personal self-satisfaction, and sense of accomplishment;
- An ability to think analytically, write critically, speak effectively, and negotiate when necessary;
- A tough, "stick to it" attitude and opportunities to develop and practice leadership skills;
- An excellent foundation for life, a broadened perspective, and better understanding of life on this planet;
- A competitive edge, teamwork abilities, and networking possibilities; and
- A global perspective of a diversity of peoples and new ways of thinking.

College Is Not for Everyone

Although individuals can sometimes carve out a career for themselves without formal college, few examples will be among the executive ranks of corporations and government agencies of the future, according to employers. Another example was life experiences which might prepare individuals for future careers, but they too will be exceptions, according to employers. Rather, most high school graduates *should* attend college if they are capable of performing at the higher education level. Only a few reasons were identified by employers for high school graduates not attending college:

- If they are not interested and serious about attending college and view it as a time to fool around;
- If they lack the motivation to succeed, are not willing to work hard, or lack maturity;
- If they wish to attend a trade school and become trained as an auto mechanic, carpenter, auto body repair specialist, computer repair technician, other technical occupation, or a service-oriented field;
- If they are not qualified academically;
- If they are undecided on a career path or are not focused; or
- If economic realities force them to enter the workforce directly.

Provided the high school graduates attend college, they should realize that a college degree does not guarantee a job, so this may be another reason not to attend college.

Starting Salary Averages Expected Percentage Change

Starting salary offers to new college graduates hired this year (1994-95) were expected to be 1.3% to 2.2% higher than a year earlier (1993-94). Expected starting salary increases for this year are slightly higher than a year ago. For the last two years, starting salaries increased by 0.4% to 1.6% in 1993-94 and -0.6% to 1.3% in 1992-93.

Highest among anticipated increases, above 2.0%, for this year (1994-95) were starting salaries for academic majors in computer science (2.2%); chemical engineering (2.1%); civil engineering (2.1%); mechanical engineering (2.1%); industrial engineering (2.0%); electrical engineering (2.0%); and chemistry (2.0%).

Increases below 2.0% included mathematics (1.9%); accounting (1.9%); human resources management (1.9%); social science (1.9%); physics (1.8%); liberal arts/arts and letters (1.8%); financial administration (1.8%); education (1.8%); nursing (1.8%); marketing/sales (1.7%); human ecology/home economics (1.7%); general business

administration (1.7%); communications (1.7%); geology (1.7%); advertising (1.7%); agriculture (1.6%); retailing (1.6%); journalism (1.6%); telecommunications (1.6%); natural resources (1.4%); and hotel, restaurant, and institutional management (1.3%).

Starting salary increases of 1.8% to 2.1% were expected for advanced degree graduates: 1.8% for MBAs, 2.1% for master's degree graduates, and 1.8% for doctoral degree graduates.

When reporting on starting salary increases for women, minorities, and individuals with disabilities, surveyed employers expected starting salaries for women to increase by 1.5%; minorities by 1.7%; and individuals with disabilities by 1.6%.

Estimated Starting Salary Averages

Average starting salaries for most academic majors are provided below, but new college graduates should realize that their actual starting salary offer may deviate considerably from these averages because of the geographical location of the position offered, the employer extending the offer, local cost of living conditions, the graduate's prior career-related work experiences, the academic success achieved by the graduate, and the personality characteristics of the individual. These statistics are averages.

Highest among starting salary averages expected this year were bachelor's degree graduates in chemical engineering ($40,689), mechanical engineering ($35,713), electrical engineering ($35,302), industrial engineering ($33,593), computer science ($32,762), nursing ($30,078), civil engineering ($29,838), geology ($28,689), chemistry ($28,551), accounting ($28,022), physics ($27,330), financial administration ($26,833), and mathematics ($26,630).

Salary averages of less than $25,000 were expected for academic majors in marketing/sales ($24,782); agriculture ($24,455); general business administration ($23,950); hotel, restaurant, and institutional management ($23,855); human resources management ($23,187); education ($22,898); natural resources ($22,760); social science ($22,606); retailing ($22,195); advertising ($21,870); communications ($21,860); human ecology/home economics ($21,353); liberal arts/ arts and letters ($21,124); journalism ($20,837); and telecommunications ($20,821).

Starting salaries for advanced degree graduates were expected at $39,507 for MBAs, $35,934 for master's degree graduates, and $38,686 for doctoral degree graduates. Depending upon the academic major of the advanced degree graduate and any related work experiences attained, the starting salary could deviate noticeably from this average, either higher or lower.

When calculating anticipated starting salary averages for 1994-95 graduates, data were used from actual starting salary offers and acceptances contained in the *Interim Salary Report 1993-94* published by the Collegiate Employment Research Institute at Michigan State University (October 31, 1994), and for selected academic majors, the *CPC Salary Survey for 1993-94* published by the College Placement Council, Inc., in Bethlehem, PA., (September 1994).

Reasons for New Graduates Having Difficulty Finding Jobs

New college graduates, according to college career services professionals, are having difficulty finding jobs. An analysis of the situation was requested of human resources administrators responding to this questionnaire. In the opinions of these human resources executives, new college graduates are having difficulty for several reasons.

Primary among the reasons supplied by employers were the general attitudes of new college graduates, the current economic situation, and a general tightening of personnel hiring goals for most organizations.

ESTIMATED STARTING SALARIES
FOR NEW COLLEGE GRADUATES

Academic Majors

Bachelor's Degree Graduates	Employers Responding	Percent Change	Estimated Starting Salary for 1993-94
Chemical Engineering	62	2.1	$40,689
Mechanical Engineering	81	2.5	$35,713
Electrical Engineering	77	2.6	$35,302
Industrial Engineering	59	2.0	$33,593
Computer Science	81	2.5	$32,762
Nursing	36	1.8	$30.078
Civil Engineering	62	2.1	$29,838
Geology	40	1.7	$28,689
Chemistry	50	2.0	$28,551
Accounting	92	1.9	$28,022
Physics	39	1.8	$27,330
Financial Administration	74	1.8	$26,838
Mathematics	44	1.9	$26,630
Marketing/Sales	78	1.9	$24,782
Agriculture	45	2.2	$24,455
General Business Admin.	76	2.2	$23,950
Hotel, Rest. Inst. Mgt	42	1.3	$23,855
Human Resource Management	66	1.9	$23,187
Education	41	2.2	$22,898
Natural Resources	42	2.0	$22,760
Social Science	35	1.9	$22.606
Retailing	38	1.6	$22,195
Advertising	43	1.7	$21,870
Communications	51	1.7	$21,860
Human Ecology/Home Economics	36	1.7	$21,353
Liberal Arts/Arts & Letters	45	1.8	$21,124
Journalism	46	1.6	$20,837
Telecommunications	44	1.6	$20,821
Averages for Graduate Degree			
MBA	65	2.1	$39,507
Masters	82	2.2	$35,934
Ph.D.	36	2.2	$38,686

SOURCE: Average annual starting salaries for 1994-95 graduates were used from the Collegiate Employment Research Institute. 1994. *Salary Report 1993-94* (Interim Report for October 31, 1994). East Lansing, Michigan: Career Development and Placement Services, Michigan State University; and the College Placement Council's *Salary Survey for 1993-94*. September 1994. Bethlehem, PA: College Placement Council, Inc.

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The attitudes reported by employers when characterizing new graduates were not flattering. According to surveyed organizations, new graduates expect to get too much money; they don't want to spend time in an apprenticeship; they are unwilling to start at the bottom of an organization; and they regularly lack interest (i.e. described as the hunger factor).

An answer for new graduates is doing something of value for an employing organization. New graduates who are most successful in their job campaigning can understand the employers' needs and can identify themselves with solutions for the employers' problems. Adequate goals during college and a clear vision of the future were advocated. Highly recommended was preparation during college for a specific job—getting a degree in a field where jobs exist.

Better preparation for job campaigning was another solution advised by employers. Too many new graduates have poor interviewing skills, marginal resumes, and shallow career objectives. As described by surveyed employers, new graduates lack focus on what they really want to do and they lack information on what they can do. Additionally, new college graduates are not looking hard enough and are not beginning to look soon enough—as soon as the junior year in college.

More spirit, energy, and enthusiasm were suggested too. Employer complaints about new college graduates continued with poor communications skills, mediocre academic performance, lack of flexibility, not hard working, unrealistic expectations, and miscalculated job market values. An attitude of superiority was noted too.

Additionally, employers believe college graduates are receiving degrees in academic majors with low market value. Endorsed was a preferred background in common sense subjects such as mathematics, reading, composition, speech, etc. More appropriate training would be prudent, according to employers.

The economy, sluggish and delicate, is causing cost cutting, corporate downsizing, and significant transitions to automation and computerization. Shortages of jobs also mean that workers are staying longer in their current positions, including many who are staying beyond retirement age because of economic uncertainty..

Belt tightening has occurred during the last three to four years for many businesses, industrial, and government organizations. Resulting from this tightening of employee payrolls has been increased competition for available job openings requiring a college degree, fewer jobs in some arenas, and employer requirements for more prior work experience from top prospects. Compounding the situation is competition from older displaced workers. Corporate mergers and downsizing have left a large pool of experienced well-educated white-collar workers, and hence, new college graduates without practical experiences are left to lesser paying positions.

Layoffs are forcing more employees to perform bigger jobs and more work, so experienced new employees are hired to get up and running more quickly. In general, the business world has learned to operate more efficiently with fewer people.

There are not enough jobs for the number of college graduates produced, and especially decreasing numbers of jobs requiring "no experience.". More people are getting college degrees, but the educational level required for adequate job performance is not rising as rapidly as the number of new college graduates produced by colleges and universities throughout the country. So an oversupply and/or underutilization of new college graduates is the result. On today's job market, a bachelor's degree is the minimum educational level required for many positions, but even with a college degree, there is no guarantee of a job or career requiring a college degree, or any job for that matter.

An undergraduate bachelor's degree no longer

Current and Future Employment Trends Influencing Occupational Choices

Several employment trends were noted by surveyed organizations and related to occupational preparation that might be helpful to current new college graduates and future college students.

A heavier emphasis is placed on "people" skills by employers, and steady job performance is rewarded. Excellent teamwork skills, outstanding communications competencies, and strong customer relations proficiencies are needed.

Every college graduate should have computer literacy and proficiency. Clerical staff are not doing everyone's typing anymore, so skills in word processing, spreadsheets, Windows applications, and database management are extremely helpful to employers hiring new graduates.

Get practical work experiences, even if they are volunteer assignments, to get real world knowledge. Other options included cooperative education experience, internships, part-time employment, and summer work assignments. In addition, college students should spend time in their field of preference to be sure they like it.

Since new college graduates are competing with experienced professionals, they must gain as much related work in their field of study as possible.

Foreign languages offered real advantages when employers were considering current employees for advancement opportunities. Most cited were Spanish, Chinese, and Russian. An international trade emphasis or overseas work experiences could be helpful too.

A technical background and greater specialization were preferred by employers. All new graduates should keep current with the technological advancements and automated functions in their field. Rapid, technical changes and the severe competitive situation means that all employees work harder, longer, and smarter.

But new college graduates should be generalists too. A greater willingness to accept the liberal arts approach was mentioned. Gain interpersonal skills, public speaking abilities, writing competencies, and social graces to be adequately prepared for any assignment that might arise. People with multiple talents are preferred. Be committed to lifelong learning, since training on new processes, changes, and technology will continue throughout one's work life.

Engineering and technical backgrounds, marketing, and finance majors appeared in greatest demand, according to employers.

Be prepared to start at the bottom of an organization if you are interested in working. Even graduates with top class standing will start on lower rungs of corporate ladders and be required to work their way into higher level positions by demonstrating hard work and outstanding job performance.

carries the clout it once had. Higher grade point averages, more career-related work experiences, and extensive campus leadership experiences are required to be competitive. The starting position for a new college graduate today is at a lower level within an organization than it was 5 to 10 years ago.

Preparation Essential for More Marketable College Graduates

Colleges and universities can do plenty to help students become better prepared and more marketable for life after graduation, according to surveyed employers. Among the employers' recommenda-

tions were the following:

Provide services to help students obtain job-related internships, cooperative education experiences, and other real life situations. Encourage volunteerism. A requirement for substantial hours in career-related work experiences would be an appropriate graduation expectation for a bachelor's degree, according to employers.

Direct curriculum to realistic case studies, workshops, and visits to employer facilities. Invite guest speakers to explain how a college education translates into the world of work. Get in touch with real corporate issues. More practical application instead of theory is desired by these employers.

More classes are needed in business ethics, proper work behavior and work environment politics. Concentrate on report and technical writing, teamwork, public speaking, critical thinking, reasoning, and other real-life subjects.

A college degree may help a new graduate get a job, but hard work is necessary to keep it. No one owes a college graduate a living or a high salary.

Stress less career advancement with college students and more teamwork and group goals, because there are fewer management layers in most organizations today.

Help college students be more specific in their career choices. Provide advice early on choosing an academic major and career options. Help college students understand the skills, abilities, and qualifications required by various positions, and alert them to the fact that they are not likely to make their fortunes in the first few years following graduation.

Be realistic in job content, money expectations, and time required for adequate job performance. Sanction commission sales, entrepreneurial ventures, and contract employment as acceptable entry-level assignments for new college graduates.

Change is constant in organizations, so college students need to understand this issue and its influences on the skills required by employers and the new graduates' abilities to adapt to new situations.

A better physical condition among new college graduates was recommended by employers. College students are not paying enough attention to their physical well-being and health issues, according to surveyed employers.

A greater visibility for the institution is important too. Career services at colleges and universities need to work more closely with local and national businesses and governmental agencies. Colleges and universities should treat businesses, industries, and government agencies as customers and adopt a customer service approach. A partnership arrangement is desired with business and government organizations to better understand the skills required for excellent job performance.

The Most Influential Factors for This Year's College Graduates

The factors that will most influence the job market for new college graduates seeking employment this year (1994-95) will be the economy, interest rates and taxes.

The uncertainty of the overall economy (very weak and unstable) is creating skepticism among business, industry, and government employers. Doubts continue about economic expansion occurring anytime soon; thus employers are poised to launch another round of restructuring, reorganization, downsizing, and reengineering. Whatever the name, the result is the same: fewer job opportunities for new college graduates.

When the economy is growing at a healthy pace, companies throughout the United States are growing, expanding, and adding new jobs, so extra new college graduates are essential. But a shaky economy causes reduced company profits, so fewer

new college graduates are demanded to maintain employment payrolls.

Recruitment Techniques Used to Identify the Best, Brightest, or Most Gifted

To identify the best, brightest, most talented, and gifted new college graduates, recruiters in surveyed organizations used several processes and techniques. Selecting the best from new graduates receiving degrees from colleges and universities each year is not an easy task, according to surveyed employers. The techniques and programs used by employers were as varied as the employers responding to this survey.

Most frequently mentioned were on-campus interviewing techniques, recommendations from faculty and student groups, prescreening procedures, cooperative education and other work programs, and scholarship programs. The employers' comprehensive list of processes and techniques included the following:

- On-campus interviewing, personal interviews, behavioral interviews, standardized interviews, evaluations of communications skills, telephone screening interviews, and questions about perspectives on life and career;
- Recommendations from college faculty, career services personnel, current employees of the organization, peer references, family, and other network sources;
- Prescreening resumes, credential files, resume books, resume databases, personal invitations to interviews, and preselection for campus interviews with selected individuals;
- Attendance at campus recruitment activities, job fairs, academic clubs, student groups, and other campus organizations;
- Checking references, past employment history, hobbies, and recording of follow-up by job applicants (i.e. calls, letters, personal visits, etc.);
- Requesting transcripts, confirming grade point averages, writing samples, portfolios, and class projects;
- Scholarship and fellowship programs, sponsoring of regional competitions, achievement award programs, and case competition programs;
- Cooperative education, summer employment, internships, externships, work-study programs, and part-time work experiences;
- Intelligence testing, personality trait testing, mechanical aptitude testing, mathematics tests, reading tests, computer knowledge tests, assessment testing, physical fitness testing, and attention to recognized caliber of a college or university in a particular academic area;
- Early offers extended to high-caliber academic achievers;
- Participation by upper levels of management with campus recruitment, team interviews, and minority recruitment staff; and
- Newspaper advertisements, direct mailings to students, college newspaper announcements, diversity advertising, brochures, and keeping the organization's visible on appropriate campuses.

Some employers refused to divulge their secrets to anyone, so they could maintain their edge on the market for the best, brightest, and most talented, but, of course, they were willing to accept any secrets they could glean from other organizations so they might improve their own organization's recruitment programs in any ways possible.

Minimum Acceptable Grade Point Averages

When hiring new college graduates for employment in surveyed organizations, minimum grade point averages were accepted as a reasonable frame of reference, but floor (minimum acceptable grade point averages) varied depending upon the position available, academic major studied, hours worked during school, extra curricular activities, and personality characteristics. For most surveyed employers, a grade point average of 3.0 or better was expected (59.7%).

The mean grade point average expected by surveyed employers was 2.84. Of the respondents, 40.3% were willing to hire new college graduates with grade point averages of less than 3.0. The lowest acceptable grade point average was 2.0. Of the respondents, 5.7% were willing to hire new college graduates with grade point averages at the 2.0 level.

Only a few employer categories cited other intangibles versus grades. The other factors included outstanding personal attributes, a well-rounded individual who would fit into the organization's culture, and graduates from institutions with highly competitive admissions requirements. Several employers noted that new college graduates with low grade point averages will be hired if there are justifiable reasons for the low grades (i.e. job, leadership activities, etc.).

Are Career Services Used by Employers To Hire New Graduates?

Career services at colleges and universities are regularly used by surveyed organizations when hiring new college graduates. Of 194 respondents, 179 organizations (92.3%) utilized career services on selected college campuses for their recruitment activities.

Use of career services varied for employers from participation in job fairs held on college and university campuses to merely requesting resumes of alumni candidates for available job openings. According to employers, high volumes of graduating students are directly contacting employers to express interest in various positions and available career fields.

Improvements Recommended in Career Services to Help Employers Hire Better New Graduates

To help surveyed organizations hire better new employees, career services at colleges and universities could provide improved services. Among the recommendations offered by employers were more useful prescreening services and improved preparation of candidates for job campaigning.

Allowing prescreening of applicants prior to campus interviews was mentioned most frequently by surveyed employers. Numerous employers noted that too many interviews were held on college campuses for too few new hires. To reduce the interview-to-hire ratio, employers requested additional prescreening services—resume books prepared for certain academic majors and availability for viewing and purchasing. A few employers preferred 100% prescreening by recruiters prior to campus interviews. From credential information, resumes, career fairs, and faculty referrals, these employers wanted to choose every individual who would appear on their campus interview schedules.

Identify and refer graduating students that may be a good fit with employers visiting campuses for interviewing and/or listing job openings. Know your graduates and sell them to prospective employers—learn marketing skills. When career services staff identify excellent prospects and call employers with referrals, employers are pleased.

Cut the red tape and make the on-campus recruitment process as easy as possible for employ-

Sources Used by Employers When Hiring New College Graduates

Several sources were used by surveyed organizations when recruiting new personnel from colleges and universities around the country. For this analysis, the following measures of success were used:

always = 1, almost always = 2, sometimes = 3, seldom = 4, and never =5.

Ratings were awarded to each source and method by surveyed employers. The most successful sources and methods, as measured by the number of new hires obtained, were:

On-campus interviewing	2.22	Faxed resumes	3.15
Referrals from current employees of the organization	2.61	Want ads	3.17
		Career programs	3.23
Job listings posted with college career services	2.65	Resume books distributed by college career services or student clubs	3.33
Internship programs	2.69	Walk-ins	3.61
Referrals from campus organizations or leaders	2.81	Electronic resumes	4.15
		Employment agencies	4.16
Minority career programs	2.81	Contract recruiting	4.44
Referrals from college faculty/staff	2.82	Teleconferencing interviews	4.65
Summer employment	2.85	Employee leasing	4.71
Cooperative education programs	3.01	Video resumes or interviews	4.84
Write-ins, letters, and resumes mailed to the organization	3.12		

Below are the percentages of surveyed employers reporting use of each source or method:

Referrals from current employees of the organization	46.0%	Resume books distributed by college career services or student clubs	39.5%
Job listings posted with college career services	44.2%	Faxed resumes	39.0%
		Referrals from campus organizations or leaders	38.7%
On-campus interviewing	43.6%	Minority career programs	37.4%
Want ads	42.9%	Employment agencies	36.6%
Write-ins, letters, and resumes mailed to the organization	42.3%	Electronic resumes	34.0%
		Contract recruiting	33.0%
Referrals from college faculty/staff	41.0%	Teleconferencing interviews	32.2%
Summer employment	41.0%	Employee leasing	31.7%
Internship programs	40.8%	Video resumes or interviews	31.4%
Walk-ins	40.3%	Career programs	31.2%
Cooperative education programs	40.0%		

30 to 50 percent of surveyed organizations used almost every source and method listed.

ers. Be less obstructive. A well-organized, efficient career services staff is great, according to surveyed employers. Some flexibility in career services processes was advised. Accept the employers' recruiting forms, so the employers are not required to complete the same information on multiple forms during the recruitment season.

Streamline the placement processes on college campuses into a centralized operation with a single contact person. Develop an interview request form that each student prepares and attaches to their resume.

Provide other materials desired by prospective employers in the hiring process—transcripts, faculty references, and credentials/resumes.

A greater customer service orientation was advised—know the employers and what they want. A visit to the employers' offices might open the eyes of some career services staff. If career services personnel were more familiar with employing organizations and their needs, more appropriate applicants might be referred. Continuous communication with employers is necessary. Determine employer needs by surveys and interviews. Having the career services director meet employers face-to-face was advised.

Announce career services events with sufficient notice for prospective employers to schedule them on their itineraries. Provide access to resumes, students, and faculty. Arrange for employers to make company presentations on campus. Organize opportunities for professors to speak with recruiters.

Train graduating students on interviewing, resumes preparation, researching employers, career searches, follow-through after interviews, and proactive management of their job campaigning. Encourage graduating students to obtain part-time work experiences related to their field of study. Advise graduating students to learn about organizations interviewing on campus. Help graduating students to select interviews with organizations that might realistically interest them; and organizations that might be realistically interested in the new graduates. Do not impose views of career services staff on graduating students and gear them to a specific employer category. Help new college graduates determine career paths that might best interest them.

Advertise career services among graduating students so they are informed and active participants in the recruitment process. Get to more of the student population. Diversity is lacking in most career services. Provide opportunities for graduating students and employers to meet more frequently, and provide employers with access to minority student organizations and faculty. Distribute notices regarding employer visits and available job opportunities in a timely manner and on a frequent basis. Acknowledge receipt of career opportunity postings forwarded by employers. Make sure graduating students know when employers are coming to campus to interview and find sufficient students to fill employer schedules.

Give graduating students realistic assessments of their skills and abilities. Advise graduating students to have realistic expectations. They may not land the salary, location, or job of their dream. Help them to be realistic and objective.

Offer programs for alumni to receive information about available employment opportunities and to research employer databases that might contain appropriate career options for them.

Advice for College Students in Oversupplied Academic Majors

When speaking with college students in oversupplied academic majors, surveyed employers would offer advice that might make these college students more marketable at graduation time. The employers' prescription would include career-related work experiences, a concentration of computer literacy and mathematics skills, and a

willingness to relocate.

Other items in their formula included networking, taking a lesser job to get a foot in the door and making one's self valuable in an organization, displaying uniqueness (i.e. foreign language, study abroad, etc.), widening the search and scope of acceptable career options, and involvement in extracurricular leadership activities. Mentioned less frequently were changing academic majors, getting a second major, being open-minded and flexible, finding a way to differentiate one's self, initiating informational interviews, understanding skills and abilities that can be transferred to other areas of the job market, taking a variety of courses in different academic areas, and researching organizations to learn of their interests before writing cover letters and designing resumes.

The advice from employers continued: Make plans to attend graduate school for a more marketable degree; and search for a position that is less desired with the intentions of changing to a more desirable position later.

Pre-employment Cost per Hire for New College Graduates

The approximate average pre-employment cost per hire in 1993-94 for new college graduates, according to surveyed employers representing businesses, industries, and governmental agencies, was $2,859. Included in the total recruitment costs per hire were college relations staff salaries, travel expenses, postage, advertising, and related expenses. Not included in the costs per hire were any training or other expenses incurred once a new college graduate was on the payroll of an organization.

The pre-employment costs varied from $100 per hire for respondents to a high of $14,000 per hire for organizations. The median cost per hire for respondents was $2,000.

Growing Occupational Areas and Employment Markets

The growing occupations and employment categories in the current job market for new college graduates are computer related occupations, engineering, sales and marketing, accounting and finance, and medical and health care services. The list of growing occupations and employment categories mentioned by surveyed employers contained the following:

- Computer systems occupations including local area network positions, management information systems, information analysts, personal computer programming, computer information systems specialists, and computer science assignments;
- Engineering including electronics, chemical, electrical, civil, construction, mechanical, software, manufacturing, industrial, design, environmental, systems, and engineering technology;
- Accounting and finance including financial analysts, operations management, logistics management, management change specialists, and human resources management;
- Sales and marketing, retail management, technical sales, store sales trainees, buyer trainees, telemarketing, etc.;
- Medical and health care occupations including nurses, nurse practitioners, physician's assistants, physical therapists, rehabilitation specialists, occupational therapists, speech therapists, vacular technologists, biotechnologists, food scientists, etc.;
- Environmental fields including waster management, environmental management, waste disposal systems specialists, etc.;
- Sciences and mathematics including chemistry, chemical processing, actuarial;
- Economic and community development including community planning, hazardous waste, transportation planning, environmental health and safety, and legal administration;
- Communications and telecommunications including wireless data, satellite, switching systems,

digital signal processing, etc.; and
- Hotel, restaurant, and leisure field occupations.

Job Security Anticipated This Year

Job security for new college graduates hired by surveyed organizations this year (1994-95) was described as very good (46.9%). Of the respondents, 91.3% characterized the job market for new college graduates this year in their own organizations as outstanding (24.0%), very good (46.9%), or good (20.4%). Only 8.7% of the responding organizations indicated that the job market in their own organizations would be as difficult as fair (8.2%) or poor (0.5%).

When describing the job security for new college graduates hired by other organizations this year (1994-95), other than their own, surveyed employers rated the job market slightly worse in other organizations. Of the respondents, 2.3% described the job market as outstanding, 19.4% as very good, and 53.7% as good in other organizations. Indicating that the job market in other organizations would be fair or poor were 24.6% of the employers responding.

Employers responding to this survey were firm that the "at will" doctrine has never been stronger in most organizations—the jobs obtained by new college graduates are not guaranteed. To complicate the situation, recent economic forecasts have not been as optimistic as they were a few months ago. But most surveyed employers indicated that their organizations tried to only hire when it was fairly certain that their organizations could keep the new persons employed.

Reasons New College Graduates Fail as Employees

On occasion, new college graduates self-destructed as employees in surveyed organizations. The major reasons this normally occurred, according to respondents, were:

- Lack of drive, dedication, enthusiasm, initiative, motivation, effort, and persistence;
- A poor attitude, immaturity, impatience, and personal problems;
- Technical competencies, analytical skills, transferable knowledge, and an understanding of business;
- Poor work habits, demands of the job too difficult, hours of work too long, not a hard worker, too much travel, too theory based, and overwhelmed by intensity and work volume;
- Unrealistic expectations for an entry-level job, accepts job just to have a job, or "chemistry' not matched to the organization's;
- Career advancement expectations too high;
- Inability to work as a team player, poor supervisory skills, inability to learn people skills, and poor time management skills;
- Unethical behavior (i.e. stealing, etc.), dishonesty, absenteeism, and tardiness;
- Socialization and ability to assimilate into the organization's culture;
- Unwillingness to change and grow, inflexibility, lack of versatility, inability to learn and adapt, and unwillingness to relocate; and
- A change of career goals, uncertain life goals, or a decision to pursue something different.

Additional training from career services personnel and more accurate advice from campus recruiters might remedy some of these mistakes reported by surveyed organizations.

Changes in Skills Caused by Reengineering in Organizations

Reengineering has changed the skills needed from new college graduates hired by

surveyed organizations. Mentioned most regularly by respondents were:

- More flexibility, adaptability, ambiguity, and ability to change;
- More teamwork, group work activities, team projects, and a matrix managed environment;
- Greater independence, self-starter skills, and taking personal responsibility for getting the job done;
- More organizational skills and time management abilities;
- Higher technical skills, more diversified abilities, and a wider range of skills required;
- Greater communications skills, interpersonal abilities, customer relations, and less territorial focus;
- More project management orientation, more entrepreneurial orientation, greater process improvement concepts and total quality management (TQM) necessary, and more "thinking outside the box;"
- More lifelong learning, greater training requirements, and more cross-training; and
- Greater focus on personal computer skills caused by greater automation, increased technology and automation tools, and more emphasis on computer aided design and analysis.

In this environment of changes caused by reengineering in organizations, individuals who are flexible, willing to perform many tasks, versatile, and multi-talented work best.

Employer Ratings of EEO/Affirmative Action Laws and Guidelines

A majority of the surveyed employers (83.8%) responding to this question were satisfied with current EEO/Affirmative Action laws and guidelines. Displeased were 15.0% of the respondents.

Improvements Advocated for EEO/ Affirmative Action Laws and Guidelines

A few improvements were recommended by surveyed employers for federal government consideration so greater equal employment opportunity might be provided for all new college graduates. But employers were either interested in deregulation of the EEO/AA processes or proponents of additional government incentives to get protected classifications of employees into the workforce.

Almost unanimously, responding employers suggested elimination of inconsistencies (i.e. It is illegal to ask ethnic group or gender on employment applications, but EEO requires that employers obtain this information.). Also advised was simplification of the hiring processes—fewer laws and regulations.

Some complaints were registered by employers about too much government intervention, well-intentioned laws making it tough to run a business, too many laws and regulations, and not enough hiring of the best candidates for the job.

Are New Graduates Willing to Accept Any Entry-Level Position to Gain Employment?

New college graduates are generally willing to accept any entry-level position in order to gain employment within an organization, according to surveyed employers. Of the responses to this question, 42.6% strongly agreed or agreed. Strongly disagreeing or slightly disagreeing were 33.2% of the respondents.

Neutral on this question were 23.8% of the

employers responding. According to these employers, some new college graduates were and some were not willing to accept any entry-level position in order to gain employment within an organization.

Preparation of New Graduates for Interviewing and Job Search

Colleges and universities are adequately preparing graduating students for employment interviews and the job search process, according to surveyed employers. Strongly agreeing or mildly agreeing were 41.1% of the respondents, but 30.7% strongly or mildly disagreed.

According to the employers responding, some colleges and universities are training their graduates very well, but other institutions are not performing very well. One complaint registered again was the lack of knowledge new college graduates have about the products of organizations they are interviewing. Another censure was directed at career services: new graduates seem to be convinced that they are worth more than they truly are.

Are New Graduates Prepared for the Everyday World of Work?

New college graduates are not adequately prepared for the realities of the everyday work world, according to surveyed employers. A majority of the respondents agreed: 6.9% strongly agreeing and 40.1% mildly agreeing.

Holding the contrary opinion that new college graduates were adequately prepared were 20.3% of the respondents. Neither agreeing nor disagreeing were 32.7% of the respondents. **No organizations strongly agreed that new college graduates were adequately prepared for the realities of the world of work.**

A criticism of this generation of college students was that they wanted the "why" of everything explained to them, and if the explanation *did not* meet with their satisfaction, then they were not likely to accomplish the task.

Are New Graduates Willing to Travel?

Most new college graduates (70.1%) were willing to frequently travel, especially if their jobs required it, according to surveyed employers. A majority of the respondents agreed (67.5%) or strongly agreed (2.5%). A scant 6.1% of the respondents indicated that new college graduates were not willing to frequently travel even if their jobs required it.

Attitudes of New Graduates Towards Labor Union and Related Activities

Most new college graduates today have neither positive nor negative attitudes regarding labor unions, union membership, and participation in union-related activities, according to a majority of employer responses. Positive attitudes towards labor unions were indicated by 6.7% of the employer respondents, neutral by 52.4% of the employer replies, and negative attitudes were suggested by 41.0% of the employer responses. If anything, new college graduates are inclined to negative attitudes towards unions. The mean score response to this question from employers was 3.42 on a 5.0 scale, with strongly agreeing = 1, neutral = 3, and strongly disagreeing = 5.

Employer/Employee Relationships

The employer/employee relationships in most organizations have declined in recent years, according to a majority of the surveyed employers 50.5%). Disagreeing were 28.6% of the respondents. Reporting neither decline nor improvement

were 20.9% of the employer respondents.

Expectations of New Graduates to be Hired by Larger Employers

Expectations that most new college graduates will be hired by larger employers have been reduced tremendously in the last decade. This is true, according to 76.4% of the employers responding. An insignificant 3.9% of respondents disagreed.

Is a College Degree a Mandate for Special Economic Success?

Colleges and universities are accurate when telling students that a college degree is a route to special economic privileges, according to many employer respondents (38.7%), since a college degree is required for most professional occupations, and a college degree promotes a level of sophistication and communication skills that are not consistently found in non-degreed individuals.

Surveyed employers were concerned that career services personnel and faculty at colleges and universities might discourage high school and early college-aged students from pursuing college degrees, and this was not advised by employers. Although a college degree may not guarantee an economic niche, it is a "foot in the door" for many entry-level positions today, and frequently it is a mandate for many jobs in innumerable organizations around the country. Despite the declining "special economic niche" of someone with a college degree, it is nevertheless a very important credential for anyone seeking employment at the present.

Are Personal Interviews Becoming Obsolete?

The personal interview is not becoming obsolete in the recruitment process for new college graduates, according to respondents (96.9%). Personal interviews remain as an extremely important element in the personnel selection process.

Personal interviews are still one of the strongest screening tools available to employers. However, according to employers, interviews should be based upon job-related questions, focused upon the match between the person's skills and abilities and the job opening, and resulting in a good measurement for comparison with other job applicants. Since people are not pieces of paper, nothing will take the place of personal contact.

Employers relate that there is no substitute for meeting a job applicant face-to-face. Interviewing remains as the best method of measuring the communications and "people" skills of prospective employees. In the opinions of employers, interviews will never become obsolete even though the process is not a flawless science.

As an alternative to personal interviews, some employers believe it is more efficient to have short informative interactions for first-line screening across the entire spectrum of students during career fairs. Then selected individuals can be invited for personal interviews. Other organizations may not conduct interviews in the traditional setting and/or manner, but may be "in person" via video, videophone, or electronic methods.

Most Effective Selection Techniques Used by Employers

Several selection techniques were reportedly used by surveyed organizations, but some were considered more effective than others. The employer rating scale for this question varied from 1 = "not effective at all" to 5 = "extremely effective." The employer ratings for usefulness and effectiveness of each technique are reported below:

Psychological tests for measuring attitudes, feelings, beliefs, selling, lobbying, supervising,

hard work, or free enterprise were used by 52 of 385 employers (13.5%). Employers rated these tests as moderately effective (2.85).

Honesty tests and polygraph testing for measuring thievery, deceit, and integrity-related values were used by 34 of 385 employers responding (8.8%). The employer rating for these tests was low to moderately effective (2.38).

Personality tests for measuring emotional stability, ability to withstand stress, and susceptibility to hysteria, depression, paranoia, or schizophrenia were used by 39 of 385 employers (10.1%). Employers rated these tests as moderately effective (2.62).

Handwriting analysis was used by 28 of 385 employers responding (7.3%). The employer rating for these analyses was very low, near not effective at all (1.64).

Assessment centers for rating job skills were used by 38 of 385 employers (9.9%). Employers rated assessment center results as moderately effective (3.40).

Job-related tests for measuring writing skills, mathematics or computational abilities were used by 67 of 385 employers responding (17.4%). A moderate to high effectiveness rating was received by these tests (3.67).

Reference checks were reported as used by 160 of 385 employers (41.6%). A high effectiveness rating was received from surveyed employers for reference checks (3.54).

Resume validations were conducted by 99 of 385 employers responding (25.7%). A high effectiveness rating was reported for resume validation checks (3.67).

Personal interviews were reportedly used by 180 of 385 employers (46.8%). A very high, but not extremely high, effectiveness rating was received from surveyed employers for personal interviews (4.27). Personal interviews were rated highest of any selection technique used by surveyed organizations, both the most used (46.8%) and the most effective (4.27)

Drug, Alcohol, and AIDS Testing—The Latest Statistics

Testing of new college recruits for drug use, AIDS, and alcohol levels was required by many of the surveyed organizations. Of 216 employers responding, drug testing of new hires was required by 60.6%. Included in this percentage were employers who "sometimes," "almost always," or "always" screened for drug use. In previous years, percentages of employers requiring drug tests included 57.9% in 1993-94, 59.1% in 1992-93, 55.2% in 1991-92, 59.3% in 1990-91, 47.0% in 1989-90, 32.0% in 1988-89, 27% in 1987-88, and 20% in 1986-87. Since 1990-91, the percentage of employers screening for drug use has remained relatively constant—near 58-59%.

AIDS testing of new hires was required by only 6.1% of the 197 employers responding. Testing for AIDS in previous years included 5.3% in 1993-94, 6.2% in 1992-93, 2.1% in 1991-92, 5.4% in 1990-91, 4.0% in 1989-90, 3% in 1988-89, and 2% in 1987-88.

Testing for alcohol levels among new recruits was required by 24.8% of 202 employer respondents. However, alcohol is considered a drug by some employers and might not be singled out from drug testing, so this percentage may be misleading. In previous years, the percentages of employers screening for alcohol levels were 22.5% in 1993-94, 27.1% in 1992-93, 31.2% in 1991-92, 28.1% in 1990-91, 25% in 1989-90, 14% in 1988-89, and 9% in 1987-88.

Testing of new college recruits for drug use, AIDS, and alcohol levels is required by surveyed employers only after an offer of employment has been accepted.

EMPLOYMENT OPPORTUNITIES
BY GEOGRAPHIC REGION

VALUES IN PARENTHESIS REPRESENT 1993-94'S FIGURES.
BASED ON PERCENTAGE OF EMPLOYERS RETURNING EXTREMELY HIGH, HIGH OR MEDIUM JOB AVAILABILITY LEVELS.

Job Opportunities by Geographical Regions

Based upon the experiences of recruiters in surveyed organizations, the availability of employment opportunities for new college graduates were rated in each geographical region of the United States for this year (1994-95). Employer representatives were asked to give each geographical region a rating of extremely high, high, medium, low, or no availability.

Overall ratings of at least "medium availability" were received by all regions of the United States this year (1994-95). Availability of employment opportunities anticipated for new college graduates in each geographical region of the country are provided below:

Southcentral region	81.3%
Northcentral region	81.2%
Southeastern region	78.9%
Southwestern region	68.5%
Northeastern region	66.0%
Northwestern region	57.0%

Included in these percentages are employers reporting extremely high, high, and medium job availability levels. Ratings received by all regions this year (1994-95) were higher than ratings received a year earlier (1993-94).

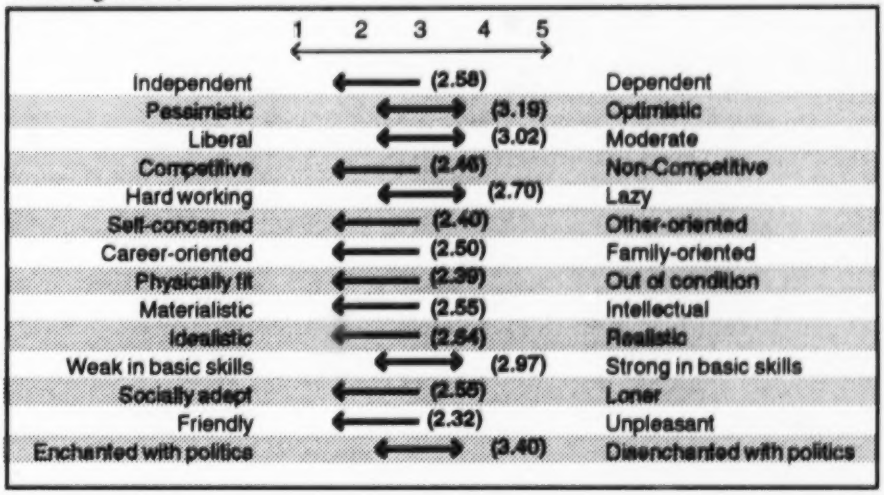
A year ago (1993-94), availability of employment opportunities anticipated for new college graduates in all geographical regions of the country was "medium" and the following ratings were received: northcentral (69.4%), southeastern (66.6%), southcentral (60.9%), southwestern (58.9%), northeastern (48.1%), and northwestern (46.1%).

BEST COPY AVAILABLE

Describing the New Breed

How would you describe today's college graduates? (Mark ONE FOR EACH of the following scales.)

This is a copy of the question posed to employers. Their responses were averaged to show the general direction of employers' perceptions. Actual average values are shown in the parenthesis.


1 2 3 4 5
Independent (2.58) Dependent
Pessimistic (3.19) Optimistic
Liberal (3.02) Moderate
Competitive (2.46) Non-Competitive
Hard working (2.70) Lazy
Self-concerned (2.40) Other-oriented
Career-oriented (2.50) Family-oriented
Physically fit (2.39) Out of condition
Materialistic (2.55) Intellectual
Idealistic (2.64) Realistic
Weak in basic skills (2.97) Strong in basic skills
Socially adept (2.55) Loner
Friendly (2.32) Unpleasant
Enchanted with politics (3.40) Disenchanted with politics

Anecdotal data received from surveyed employers suggested:

- Relocation to the northwestern region of the country has been rising tremendously which would indicate that people are leaving the coasts; and
- Service industries are moving processing centers to lower cost areas of the country—the northcentral and southcentral regions.

A New Breed of Workforce: A Description of Today's College Graduates

A new breed of individuals is entering the workforce today compared to new college graduates of 5 to 10 years ago, according to a majority of the surveyed employers (72.4%). When describing today's college graduates, employers indicated their views on each of 14 descriptors.

Employers could vary their ratings from 1 to 5. So a rating of 1 indicated an extremely strong rating for the factor on the left or a 5 suggested an extremely strong rating for the factor on the right.

The employers' descriptions of today's new college graduates based on these 14 factors are provided below and on an accompanying chart:

Factors Rated:	Employer Ratings
More friendly than unpleasant	2.32
More physically fit than out of condition	2.39
More self-concerned than other-oriented	2.40
More competitive than noncompetitive	2.46
More career-oriented than family-oriented	2.50
More materialistic than intellectual	2.55
More socially adept than a loner	2.55
More independent than dependent	2.58
More idealistic than realistic	2.64
Neither hard working nor lazy	2.70
Neither weak nor strong in basic skills	2.97
Neither liberal nor moderate	3.02
Neither pessimistic nor optimistic	3.19
Not enchanted, but more disenchanted with politics	3.40

Among anecdotal data received from surveyed employers, they suggested that:

- The entitled generation feels it is their right to have excellent jobs;
- This generation of college students is much more self-centered, far more interested in personal fulfillment, quality of life, and far less motivated by money and material gains;
- Today's college graduates tend not to be team players, and to be inflexible and uncooperative;
- Not as focused on career, nor as driven.

EMPLOYERS RESPONDING TO *RECRUITING TRENDS 1994-95*

A

Abraham and Straus/Jordan Marsh
Acacia Mutual Life Insurance Co.
Acme Electric Corp.
Aegon U.S.A., Inc.
Aetna Life and Casualty
Agway, Inc.
Ail Systems, Inc.
AIPSO
Air Production and Chemical, Inc.
Alcan Aluminum Corporated
Aldrich Chemical Co., Inc.
Allegheny Ludlum Corp.
Allied Signal Control and Accessories
Allied Signal, TBS
Althin Medical Inc.
Altschuler Melvoin and Glasser
ALZA
Amerada Hess Corp.
American Institution of Business
American Management Systems, Inc.
American National Bank & Trust
American Airlines
American Electric Power
American Frozen Foods, Inc.
American General Finance
American Hamilton
American International Group
Americana Hotels
Amerisure Insurance
Ameritech Corp.
Ames Laboratory
AMP Inc.
Amsouth Bank National
Anadarko Petroleum Corp.
Anchor Continental
Applied Physics Lab
Aqua-Chemical, Inc.
Aramco Services Co.
Archbishop Bergan Mercy Medical Center
Arete Associates
Argonne National Lab
Arinc Inc.
Arkansas Best Corp.
Armco Advanced Materials Co.
Army and Air Force Exchange Service
Army Information Systems Command
Army Material Command
Arrow International, Inc.
Arthur Andersen and Co.
Ashland Petroleum Co.
Associated Electric Cooperative, Inc.
AT&T
Atlanta Gas Light Co.
Atlantic Electric

B

Baker Hughes
Baltimore Gas and Electric
Baltimore Police
Bank of Indianapolis
Bank One Columbus National
Bank One-Dayton National
Baptist Hospital
Bargess Medical Center
Baxter Healthcare
Bechtel Corp.
Bendix Field Engineering
Beverly Enterprises
BIC
Bloom Engineering Co.
Booker Associates, Inc.
Borror Corp.
Boston Store
Boy Scouts of America
Boys Club of America
Boysville of Michigan
BP America, Inc.
Bridgeport-Spaulding
Bristol Myers

Buck Consultants
Buckeye Pipe Line Co.
Bullocks, Division of RH Macy & Co.
Burgess and Niple LTD
Burns & McDonnell
Butler Manufacturing Co.

C

C.F. Industries, Inc.
California Polytech
California Department of Conservation
Caltex Petroleum Corp.
Camp O' The Hills
Career Research Systems, Inc.
Caro Reg Mental Health
Carrols Corp.
Carter Hawley Hale
Caterpillar, Inc.
Catholic Social Services of Wayne County
CB&T Bancshares
CECO Concrete Construction
Cellular One
Centerior Energy
Cessna Aircraft
Champion International
Chem-Trend, Inc.
Chester Environmental Group
Chicago and North Western Transit
Chrysler Corp.
Chubb Group of Insurance Co.
Cigna Corp.
Cimage Corp.
Cincinnati Electrical Corp.
CIT Group
Citizens Community and Savings Bank
City of Clearwater
Clairol, Inc.
Central Illinois Public Service
Coca Cola USA
Colonial Pipeline Co.
Comerica Bank
Commerce Bank of St. Louis
Commercial Equipment Co.
Community Mental Health Board
Computer Sciences Corp.
Consolidated Edison
Consolidated Papers
Continental Bank
Convex Computer Corp.
Cook County Hospital
Cooper Industries
Coors Brewing Co.
Core Technology
Country Companies Insurance Group
County of Los Angeles
Creare, Inc.
Creative Solutions
Crotched Mountain Foundation
Crowe Chizek and Co.
Crowley Maritime Corp.

D

Data General Corp.
Data Systems Network Corp.
Dayton Hudson
Dazey Corp.
Deere and Co.
Deloitte and Touche
Delta Dental Plan of California
Deltech Engineering
Dewberry and Davis
DMB&B
Dow Corning Corp.
Dresser-Rand Co.
Dunfey Hotels

E

El Dupont de Nemour
Eagle Electric Manufacturing
Earlham School of Religion
East Ohio Gas Company
Ecology and Environment, Inc.
EG&G Florida
EL Paso Natural Gas Co.
Electronic Data System
Electronic Realty
Electronics Boutique
Ellis Naeyaert Association
Empire-Detroit Steel, Armco, Inc.
Employers Mutual Companies
Envirex, Inc.
Esco Corp.
Essex Specialty Products, Inc.
Excel Corp.
Extended Systems, Inc.
Exxon Product Resource Co.
E3 Engineering

F

FAAC, Inc.
Farm Credit Services
Farmington Public Schools

Federal Home Loan Bank
Federal Mogul Corp.
Federal Reserve Bank
Federal Reserve Bank of Kansas City
Fiber Science, Inc.
Fieldcrest Cannon
Firestone Industry Products
First Chicago
First Federal Michigan
First National Supermarkets, Inc.
Flint Public Library
Florida Power Corp.
Florida Power and Light
Flexible Corp., The
FMC Corp.
Follmer Rudzewicz
Ford Credit Co.
Ford Electronics and Refrigeration
Ford Motor Co.
Ford New Holland, Inc.
Forsyth Memorial Hospital
Freeport-McMoran
Freightliner Corp.
Frequency Engineering Labs
Freudenberg Nok Gen Partnership

G

Gab Business Service
Gallup-Mc Kinley Co.
Gateway Apparel, Inc.
Gatx Capital Corp.
GE Capital Corp.
Gencorp
General Electric Co.
General Mills, Inc.
General Motors Corp.
Genrad, Inc.
Geological Survey
Geophysical System Corp.
George A. Hormel and Co.

George C. Marshall Center
Georgia Education Department
Georgia Transporation Department
Giddings and Lewis Electric
Gilbane Building Co.
Gilbarco, Inc.
Gold Kist, Inc.
Good Earth/General Mills
Goodyear Tire and Rubber Co.
Grain Processing Corp.
Grand Trunk Western Railroad Co.
Granite Construction Co.
Grant Thornton
Great West Life
Greater Chicago Group, Inc.
Greenhorne and Omara, Inc.
Growmark, Inc.
GTE Corp.
GTE Government Systems Corp.
Gulfstream Aerospace Corp.

H

Hach Co.
Hallmark Cards
Hannaford Brothers Co.
Harris Corp.
Harris Trust Bank
Harris-Teeter Smkt
Harza Engineering Co.
Hasselbring-Clark
Haworth, Inc.
HDR, Inc.
Heath/Zenith Data
Hendrix and Dail, Inc.
Henkel Corp.
Henrico Co., Division of Police
Herff Jones Yearbook
Hitachi Magnetics
Hobart Brothers Co.
Holy Cross Hospital
Honeywell, Inc.
Hooker Chemical and Plastic
Host International
Houston Police Department
Houston's Restaurants, Inc.
Hubbard Construction Co.
Hughes Network Systems
Hunt Petroleum Corp.
Huron Co. Mental Health
Hutchinson Technology
Hyde Athletic Industries
Hydro Group, Inc.

I

IBM Corp.
Idaho School Blind and Deaf
Ikeda Engineering
Illinois Department Transit
Illinois Nuclear Safety Department
Indiana Department Natural Resource
Indiana Michigan Power
Industrial Risk Insurer
Industrial Service Technology
Ingalls Shipbuilding
Ingersoll-Rand Co.

Inland Steel Co.
Instrument Makar, Inc.
Insurance Service Office
International Flavors
Interstate Hotels
Iowa Department Personnel
Iowa Resources
Isabella County
ITT Aerospace/Community
ITT Rayonier, Inc.

J

JH Cohn and Co.
JM Smuckers Co.
JC Penney Co., Inc.
Jackson Co. Co-op Extension
Jay Printing Co.
Jet Propulsion Lab
Joseph Ryerson and Son
Juvenile Court Services

K

K Products, Inc.
Kahns and Co.
Kansas City Power and Light
Kansas Department of Transit
Kansas Division Personnel Service
Kansas Farm Bureau
Kaufmanns Department Store
Kentucky Power Co.
Kids R Us
King 5 Television
Koch Industries
Kohl's Department Stores
KPMG Peat Marwick
Kraft Food Ingredients
Kroger Co.
Kuakini Medical Center
Kustom Signals, Inc.

L

LD Hepfer and Co.
La Senorita Mexican Restaurant
Laboratory Safety Supply
Lafarge Corp.
Lakeshore Country Club
Lake County Juvenile Probation
Land O'Lakes
Lanier Worldwide
Lansmont Corp.
Laserplane Corp.
Lawrence Berkely Laboratory
Lazarus Department Stores
Lederle Laboratories
Life Touch National School
Lincoln Telephone Co.
Lionel Trains, Inc.
Livingston County Soil
LNR Communication Corp.
Lockheed Advanced Development Co.
Lockheed Aeronautical Systems Co.
Lockheed Aircraft Service Co.
Lockheed Corp.
Lockheed Sanders, Inc.
Logicon R & D Association
Loral Defense Systems, Arizona Division
Loral Defense Systems Division
Loral Electronic Systems
Lord Corp.
Lutron Electronics

M

Madison General Hospital
Marathon Electric
Marathon Enterprises
Marelco Power Systems, Inc.
Mars Inc.
Marsh Products
Masco Corp.
Masland Carpets
Mason and Hanger-Silas
Mason County Mental Health
Maytag Co.
McDonald and Co. Securities, Inc.
Medix, Inc.
Meier Metal Service Centers
Meijer, Inc.
Mental Health Center
Mercy Memorial Hospital
Meridian Township
Meshingomesia Country Club
Metcalf and Eddy, Inc.
Michigan Biotechnology Institute
Michigan Council on Crime
Michigan Consolidated Gas
Michigan Department of Social Services
Michigan Insurance Bureau
Michigan National Bank
Michigan Office of AUDR General
Micropolis

Midland Mutual Life
Mid-Michigan Correctional Facility
Miller Brewing Co.
Millhouse and Holaly
Millipore Product Division
Milwaukee County
Minnesota Mining Manufacturing
Mission Point Resort
Missouri Highway and Transportation
MIT Lincoln Laboratory
Molmec, Inc.
Monroe Auto Equipment
Monroe, City of
Monroe County Personnel Department
Moore Living Centers
Moore Products Co.
Moorman Manufacturing Co.
Motor Wheel Corp.
Motorola Semiconductors
MSU Contract and Grants
MSU House and Food Service
MTS Systems Corp.

N

Nabisco Foods
National Bank of Detroit
National Multiple Sclerosis
National Security Agency
Naval Air Warfare Center
Naval Facilities Engineering
Naval Ship Systems
Naval Surface Warfare Center Division
Naval Undersea Warfare Center Division
Navistar International
NBD Bancorp
NCR Corp.
New England Electric
Newell Co.
News and Sun Sentinel
New York Life Insurance
Norrell Services
Northeast Missouri University
Norton International, Inc.

O

Occidental Chemical Corp
Ohio Casualty
Ohio Edison Co.
Oklahoma Natural Gas
Old Kent Bank Cadillac
Olofsson Corp.
Omaha Public Power District
ORO Manufacturing
Osco Drug, Inc.

P

Parish/Division of DANA
Payless Shoesource
Peace Corps
Pennsylvania Electric Co.
Peoples Gas Light Co.
Petrie Stores Corp.
Piedmont Hospital
Pittsburgh National Bank
Plante and Moran
Plastipak Packaging
Pollack Corp.
Presto Products, Inc.
Prince Corp.
Proctor and Gamble
Program Resources, Inc.
Provident Life and Accident
Prudential Financial Services

Q

Quaker Oats
Queens Medical Center
Quincy Stamping and MA

R

R.R. Donnelly
Radission Hotel
Rand Corp.
Readers Digest Association
Region II Community Action
Richland County SD #1
Riley Consolidated
Rockcor, Inc.
Royal Maccabees Life
Russell Business Forms
Ryland Group

S

South Carolina School for Deaf
Saginaw Steering Division of General Motors Corp.
Sandia National Laboratories
Santee Cooper

Sargent and Lundy
Schippers Kintner and Robertson P.C.
Second Judicial District Court
Shemin Nuseries
Shiawasse Probate Court
Sierra Pacific Power Co.
Simpson College
Smith Kline and French
Southwestern Co.
Southworth International
Southwestern Public Service
Sparton Electronics
Spiegel, Inc.
SPS Technologies
Saint Anthony's Hospital Systems
Saint Francis RMC
Stambaugh Thompson
Stanley Consultants
Stepan Co.
Stoklee USA
Stryker Corp.
Sugar Loaf Resort
Syracuse Research Co.

T

Teledyne
Tenneco Gas
The Amer Co.
The Demars Corp.
The May Department Stores Co.
The Summit Group
Thermotron Industries
Thiokol Corp.
Thom Mitchell Agency

U

Union Bank
Union Federal Savings
Union Oil of California
United Airlines
United Conveyor Corp.
United Hospital
United Illuminating Co. (1-12G)
Universal Forest Products
United States Bureau of Census
United States Coast Guard
United States Department of Navy Nurses Corps
United States Information Agency
United States Marine Corps
United States Nuclear Regulatory Commission
United States Social Security
United States Department of Agriculture/Foreign Agricultural Service

V

Veteran Administration Medical Center
Village of Wilmette
Vista Research
Vitro Corp.
Vought Aircraft Co.

W

Wade Trim and Associates
Walter Industries, Inc.
Washtenaw County Roads
Waste Management, Inc.-Midwest
Wayne County Department of Public SE
Westfield COS
Westin Hotels and Resort
Wilkie Lawn Services
Wirtz Manufacturing Co.
Wisconsin Gas Co.
Workforce Solutions, an IBM Company

X

Xontech, Inc.

Z

Zenith Electronics Corp.

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